

**SECRET**

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7 JUN 1967

MEMORANDUM FOR: Deputy Director of Personnel

SUBJECT : Study of Overseas Employees Who Return Short of Tour

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1. Some months ago, you asked Plans and Review Staff to study this subject. The study was delayed by the Bureau of the Budget Length and Cost of Overseas Tour Study and may have been overtaken by the recent assignment of [REDACTED] to the task of studying, in conjunction with [REDACTED] the broad question of travel entitlements. Nevertheless, we have it completed in draft form as attached and you may find it of interest.

2. As might be expected, the short of tour situation is most prevalent in the "D" Career Service where 27% returned short of tour. The reasons given for this large percentage fall into a number of categories, the largest being priority reassignment requirements. Only six people, all in the clerical grades, were required to pay some of the costs, presumably because their return was not considered for the convenience of the Government. Nobody paid all of the costs.

3. From an administrative standpoint, the study indicates the difficult position of the Director of Personnel in attempting to decide cases involving return short of tour. Essentially, this is a line responsibility involving the Operating Official. Only in those cases where the Operating Official has decided that the return was not at the convenience of the Government does the Director of Personnel enter the picture. At this stage, the die really has been cast in the sense that the Director of Personnel is faced with a decision already made by the line official. The outcome is that the Director of Personnel is placed in a crossfire between the individual and the Operating Official and his position becomes hopeless. One suggestion, therefore, is that the total responsibility be placed with the Operating Official.

4. As a practical matter, it would seem inevitable that the Government is going to pay these travel costs regardless of reasons involved. It may be, therefore, that the best policy would be one of accepting this situation and perhaps, either through Fitness Reports or other means, placing the fact on record when the return is considered unjustified to be held against the employee in future personnel actions. The Office of Communications follows this policy and have achieved a low percentage of returnees short of tour as a result.

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[REDACTED]  
Chief, Plans and Review Staff  
Office of Personnel

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